



GARTNER DATA & ANALYTICS CONFERENCE

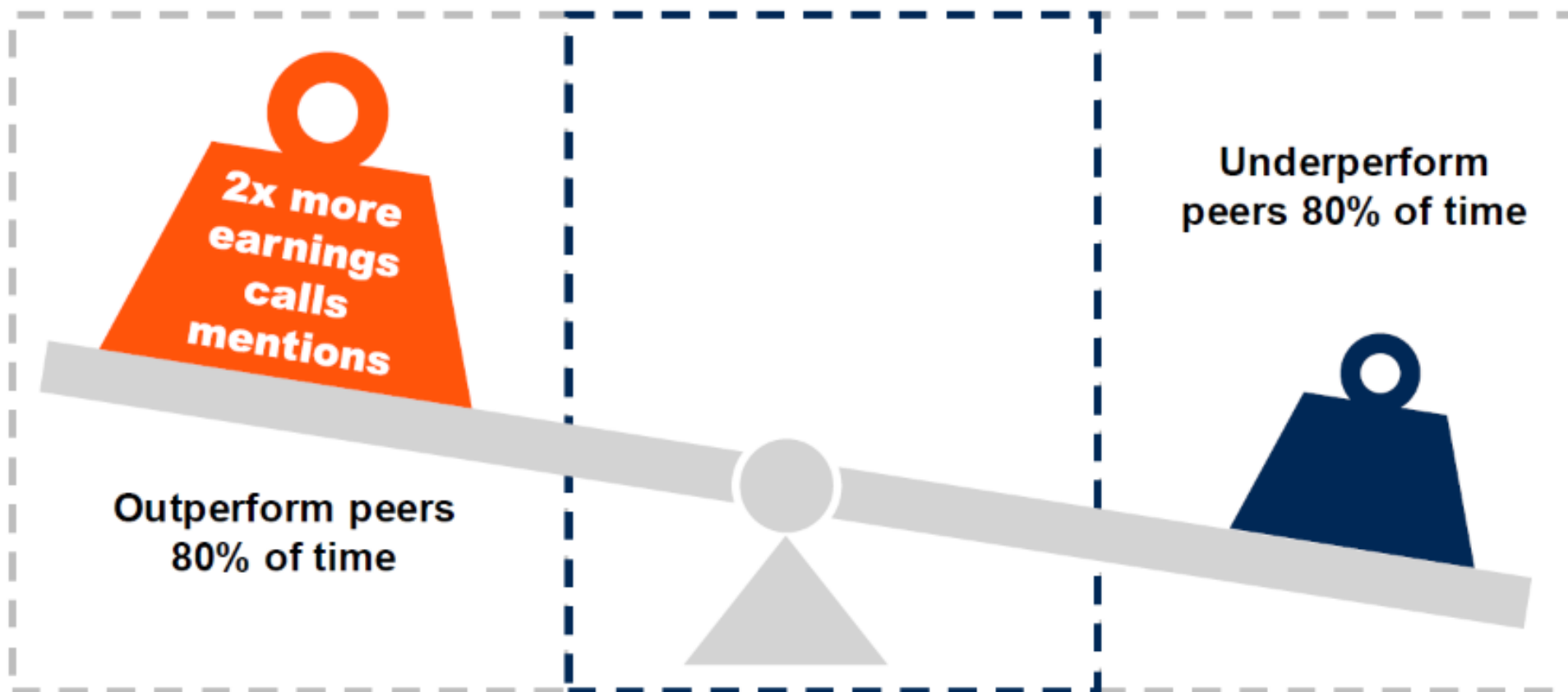
RYAN BRUBAKER





Companies That Consistently Outperform Their Peers Also View Data, Analytics & AI as Strategic

Earnings calls mentions of data, analytics and AI terms vs. financial performance, 2014-2Q23 of S&P Global 1,200





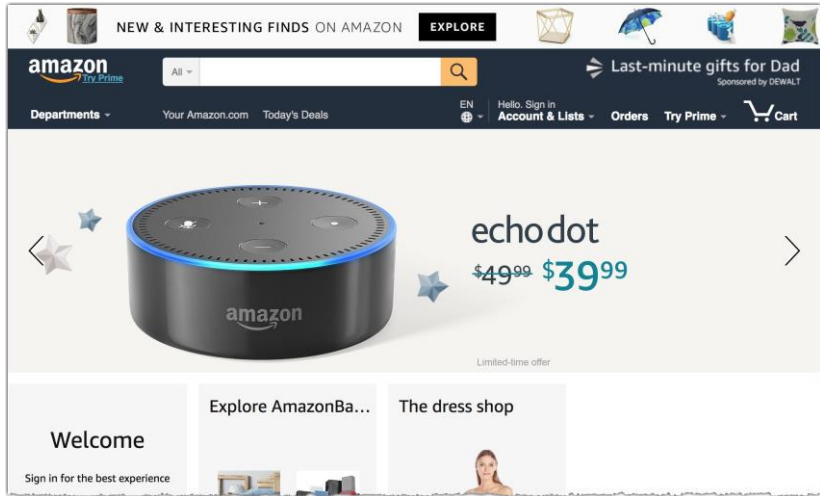
AGENDA

- The Value of AI
- Driving Business Outcomes
- Governing Your Data
- Other Items



THE VALUE OF AI







“EDUCATING LEADERSHIP ABOUT AI IS
ONE OF THE PRIMARY RESPONSIBILITIES
OF IT LEADERS.”

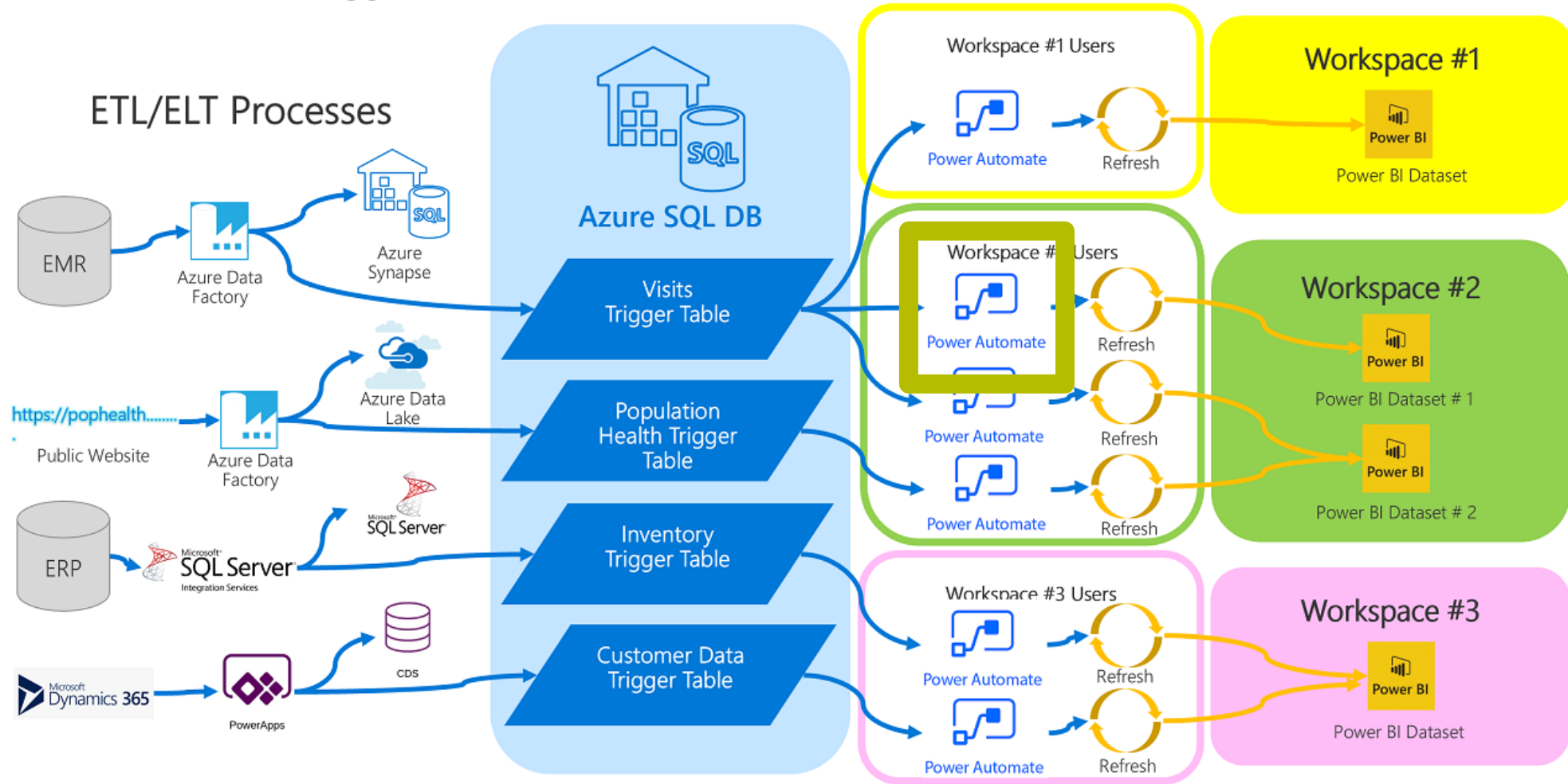
-DEBRA LOGAN, GARTNER PRINCIPAL



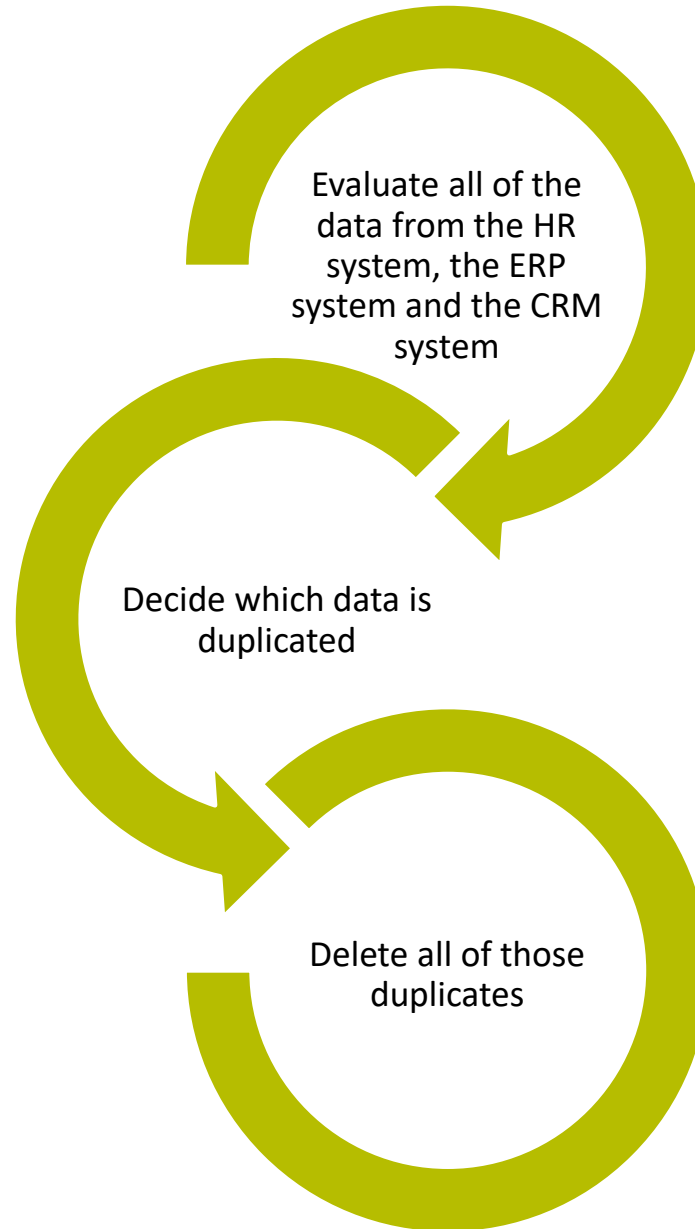
AI IS MORE THAN GENERATIVE AI



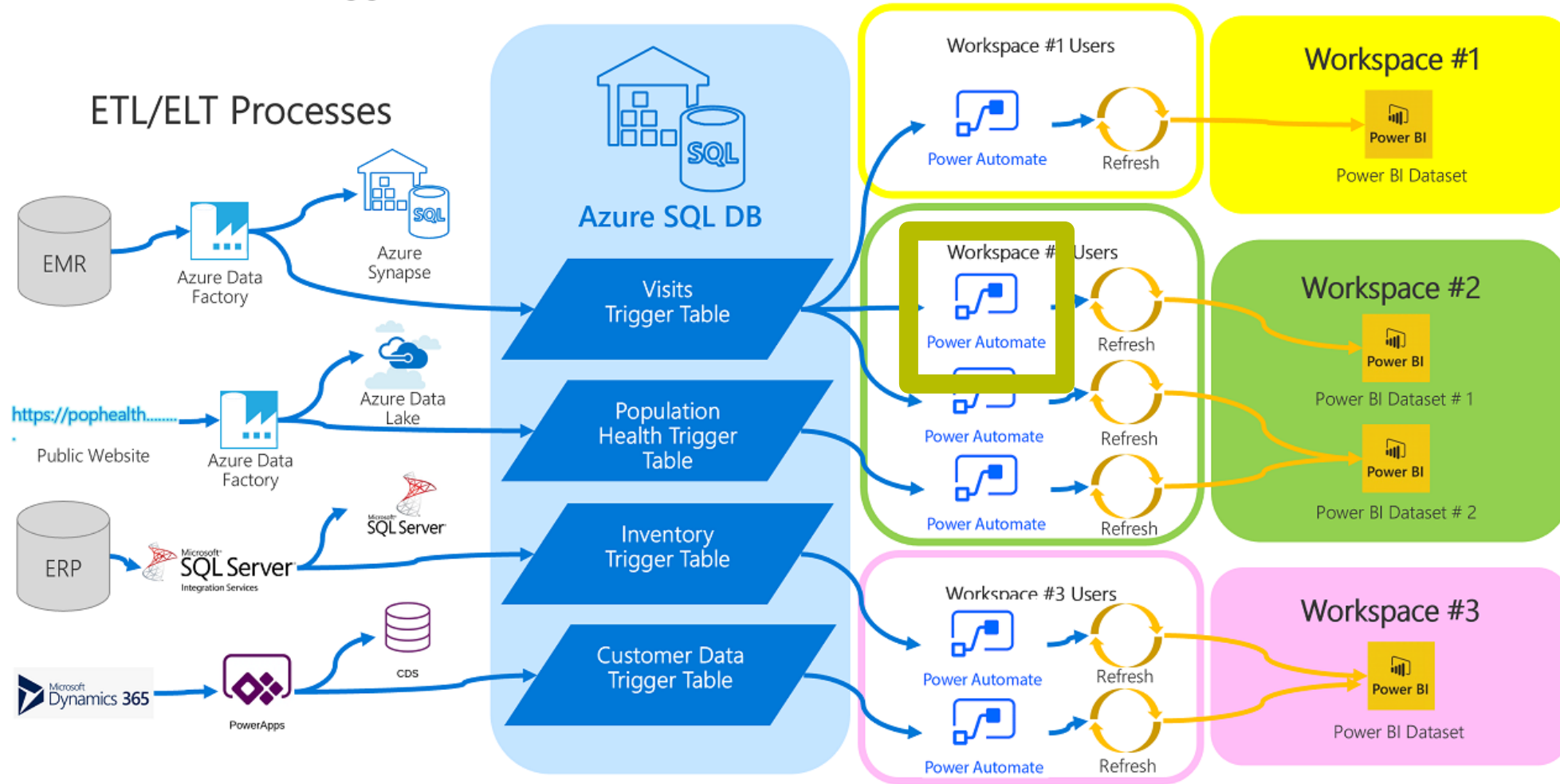
Update a Table in a Shared Azure SQL DB when an ETL/ELT Process Completes, and Power BI Users can use them as Triggers to kick off Power BI Dataset Refreshes when New Data is Available



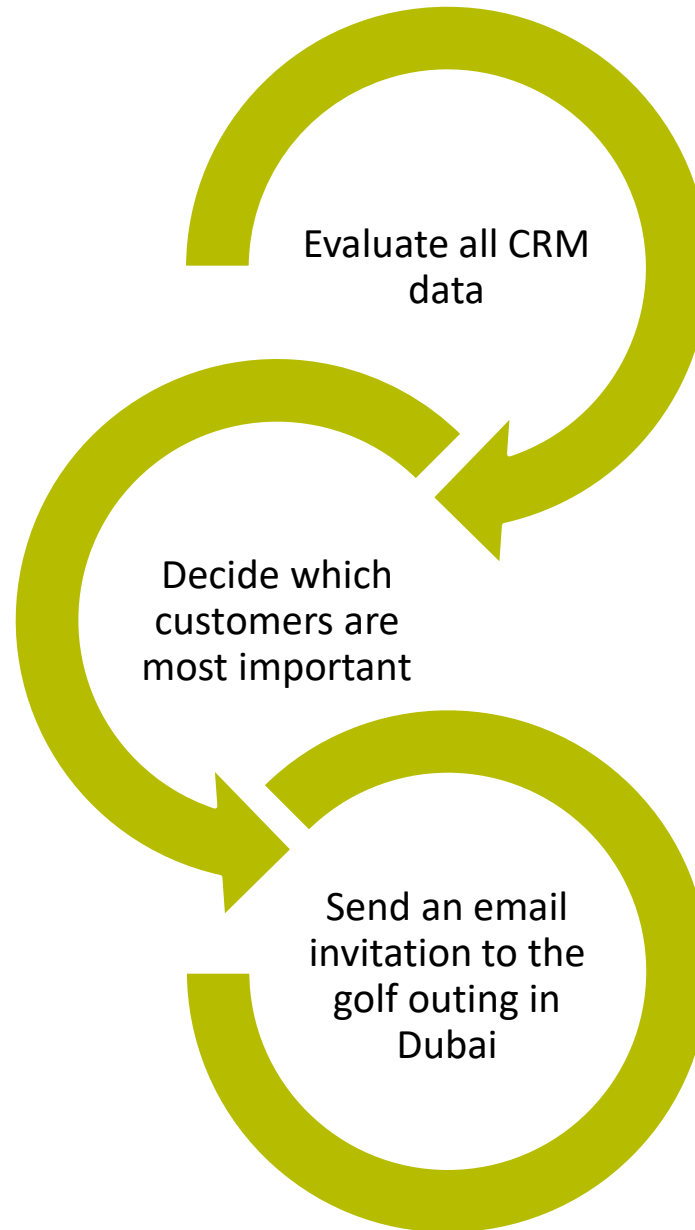
Generative AI:



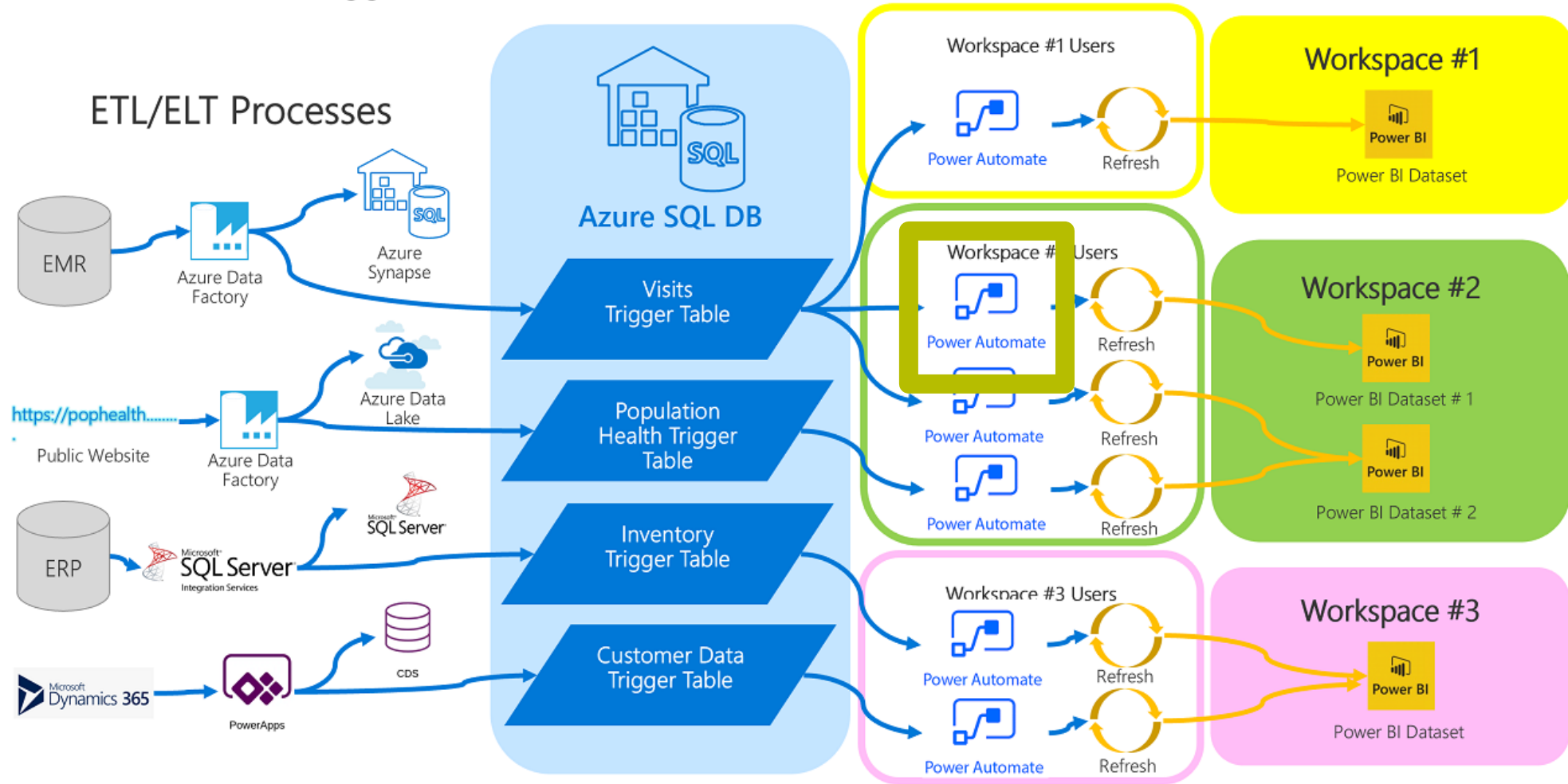
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Generative AI:



Update a Table in a Shared Azure SQL DB when an ETL/ELT Process Completes, and Power BI Users can use them as Triggers to kick off Power BI Dataset Refreshes when New Data is Available



Generative AI:



ARTIFICIAL INTELLIGENCE (AI) APPLIES
ADVANCED ANALYSIS AND LOGIC-BASED
TECHNIQUES, INCLUDING MACHINE LEARNING, TO
INTERPRET EVENTS, SUPPORT AND **AUTOMATE**
DECISIONS, AND **TAKE ACTIONS**.

- GARTNER

Case **Decision Automation** for **Consumer Credit in Banking**

- **Challenge**

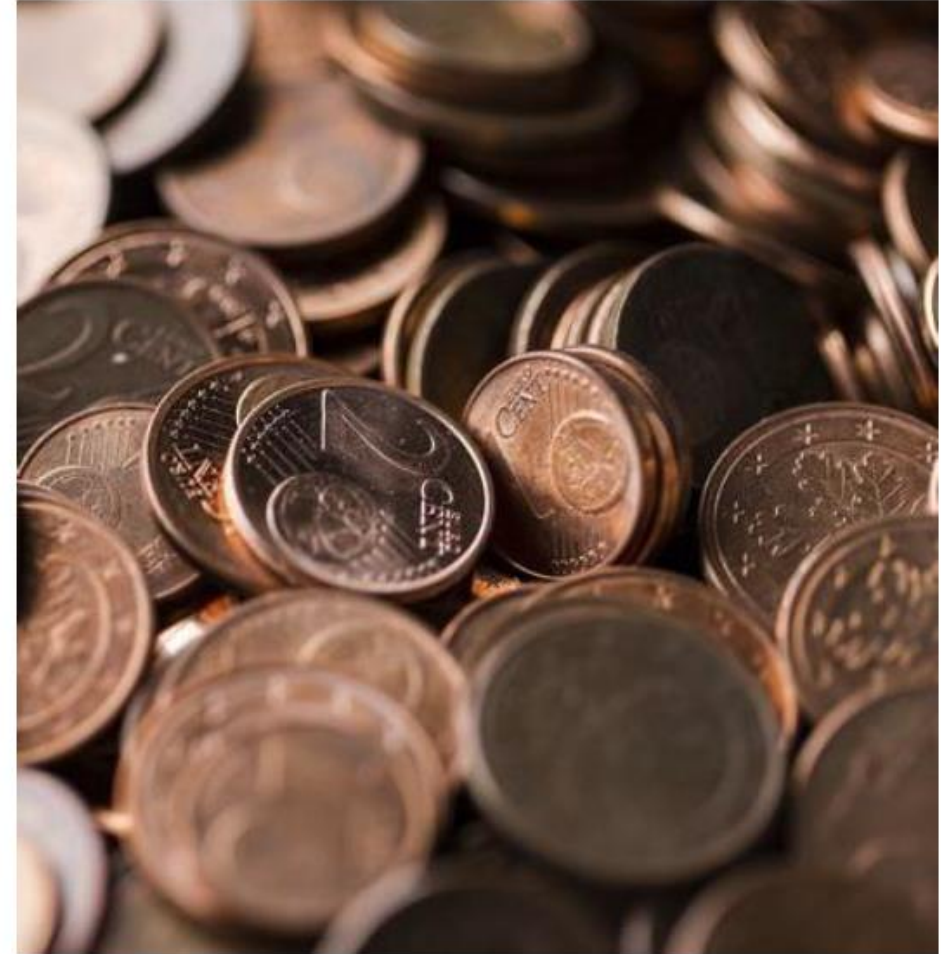
- Increase offers and acceptance rates on consumer loans while avoiding reduced margins and high risks.

- **Solution**

- Automated decisions based on decision modelling, rules and optimization for consumer loan amounts, interest rates and application approvals.

- **Benefits**

- Increase in portfolio profits by 26%, increase in new sales by 29% and increase in average loan amounts by 8%.



Generating Value Together

Value
Creation

Prioritize execution
over strategy

Focus on D&A functional
maturity fundamentals

AI Ambition

Establish your
AI ambition

Revitalize & extend
governance to AI
ready data

Collective
Intelligence

Explore new
operating models

Evolve **data** literacy to
include **AI literacy**

Lead with purpose from
the core to the edge

Prioritize **D&A projects**

Manage **portfolio health**

Deliver products that **drive
business outcomes**



DRIVING BUSINESS OUTCOMES



**CULTURE CHANGE IS THE PRIMARY
RESPONSIBILITY OF THE CHIEF DATA
OFFICER**

- SARAH JAMES, GARTNER PRINCIPAL

Show, Don't Tell! Change Starts With You ...

Successful Executive Leaders Are Visionary, Empathetic and Powerful

Illustrative



Source: [Tech to Exec: From Operational Data Leader to Influential CDAO](#)

4

Build Data, Analytics and AI Products — Not Projects



Data services

- Supplying data feed(s) and application programming interfaces
- Data platform (warehouse, lake) and data ingestion/integration



Insight delivery

- “Consumer behavior product” with the data and insights used by several business areas
- Churn prediction
- Product profitability model



Information product (or service)

- Public sector open data initiatives
- Private sector licensing raw data, information-enabled products
- Data marketplaces and exchanges

Examples

Data products **generate value**

Self service analytics **enable
collective intelligence**

Types of Barriers to Change

Use these **keywords** and **phrases** to identify barriers to demonstrating desired behaviors.

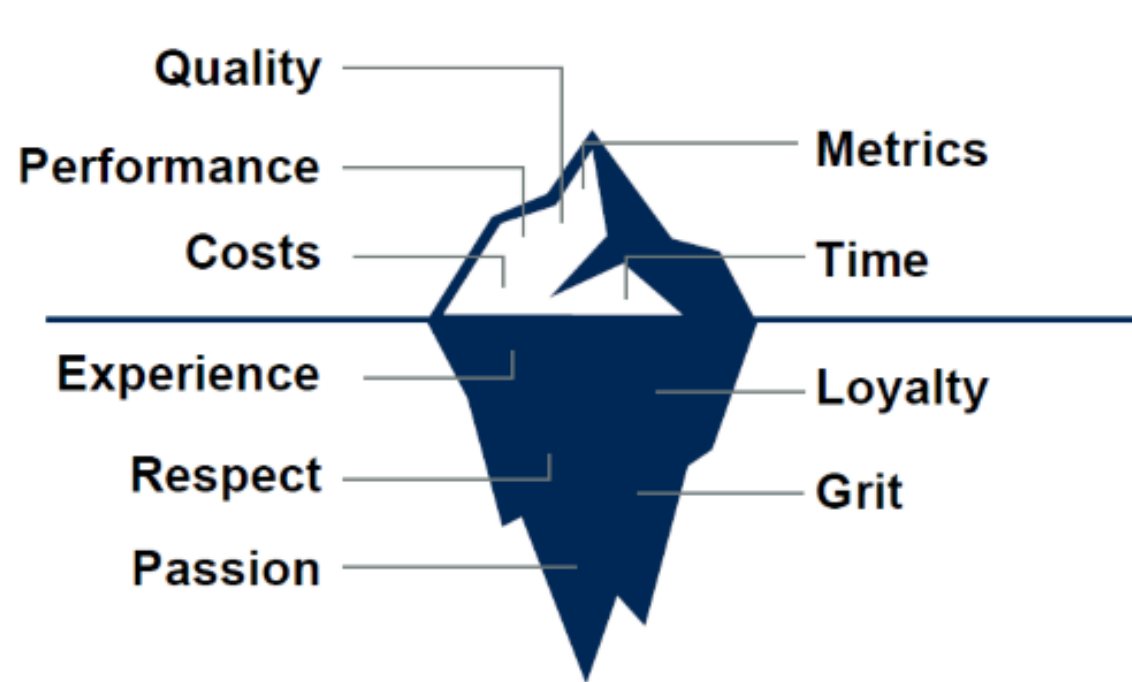
Barrier category	Barriers to employee behavior	Words or phrases to look out for
Individual attributes	Beliefs: Beliefs that conflict with desired behavior.	<ul style="list-style-type: none"> • I won't be comfortable doing this.
	Alignment: Actions that go against stakeholders' values.	<ul style="list-style-type: none"> • I care a lot about ...
Employee capability	Comprehension: Understanding how to do the job.	<ul style="list-style-type: none"> • I don't have the right training to be able to do this.
	Agility: Capacity to adjust to new work conditions.	<ul style="list-style-type: none"> • I haven't done this before. • This isn't the way we've been doing things around here.
	Network: Connections and people needed to achieve goals.	<ul style="list-style-type: none"> • I won't know whom to reach out to for help on this.
	Scope of work: What employees should and shouldn't be doing, often affected by new job responsibilities, reporting relationships or new processes.	<ul style="list-style-type: none"> • I don't know if this will really help me grow in my current role.
	Outcome expectation: Anticipation of outcomes and contingencies.	<ul style="list-style-type: none"> • I don't know what will happen if the new process is adopted.
Social cues	Norms: Cues and actions of others.	<ul style="list-style-type: none"> • That's not what everyone else does. • Everybody around here follows his or her own way.
	Mixed signals: Conflicting messages and incentives.	<ul style="list-style-type: none"> • Leadership says it's important but don't do it themselves. • This doesn't feature in my annual objectives.
Organizational barriers	Resources: Resource constraints faced by employees leading the change.	<ul style="list-style-type: none"> • How can we redesign the process when the new software will be available on only a few workstations?

Track the value you are creating and
then tell people about it.

Values Drive Vision, Vision Drives Strategy

Use your conversation to understand your CEO's **values**.
These will help establish your data and analytics vision.

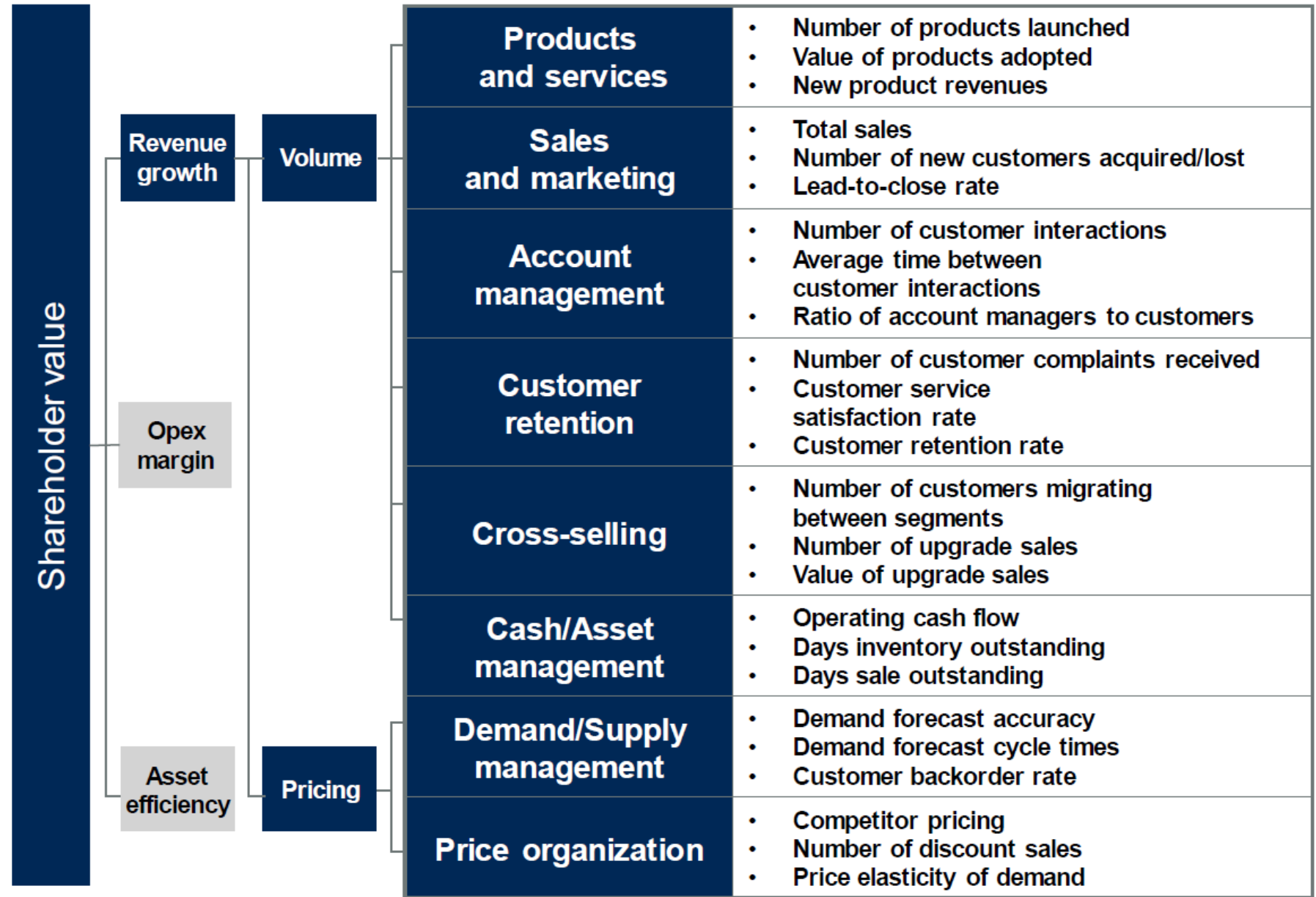
Values below the waterline



Then explore strategic **choices**
based on your vision.

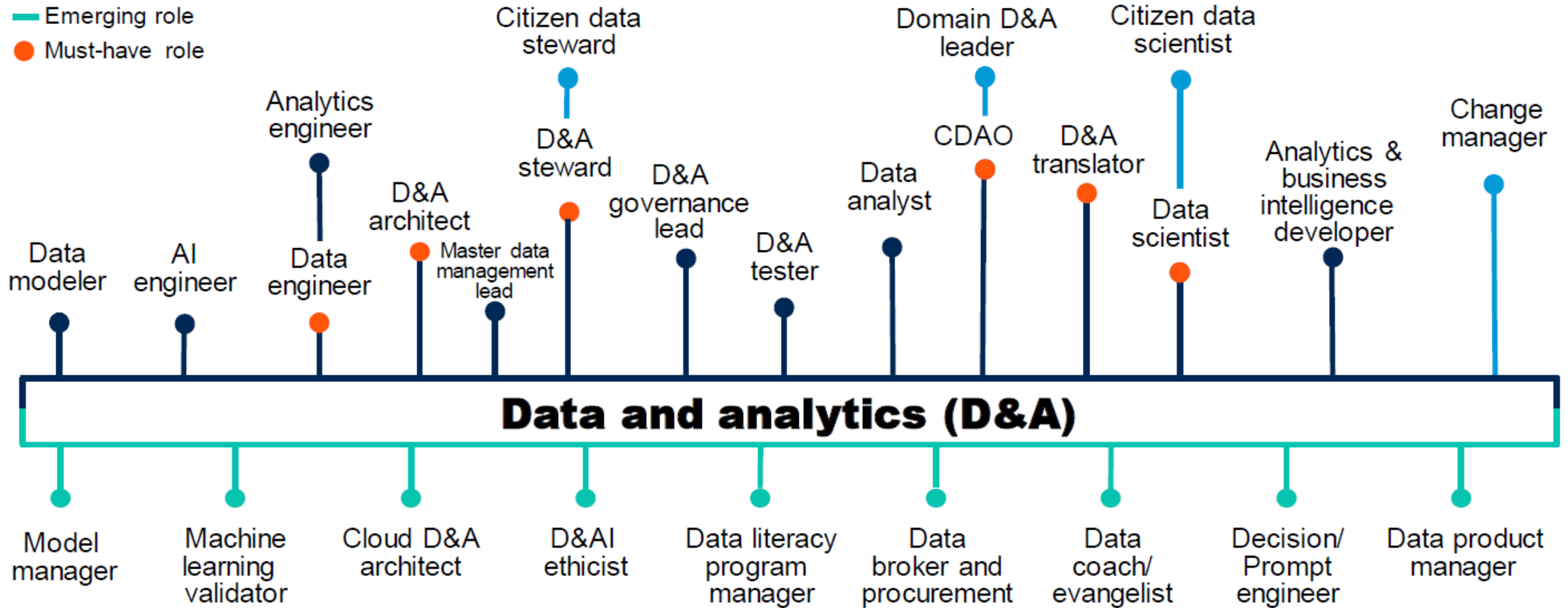
Define Success Metrics for Data-Driven Change

General metrics cascade — revenue growth example



D&A Roles: Contributors to the Program

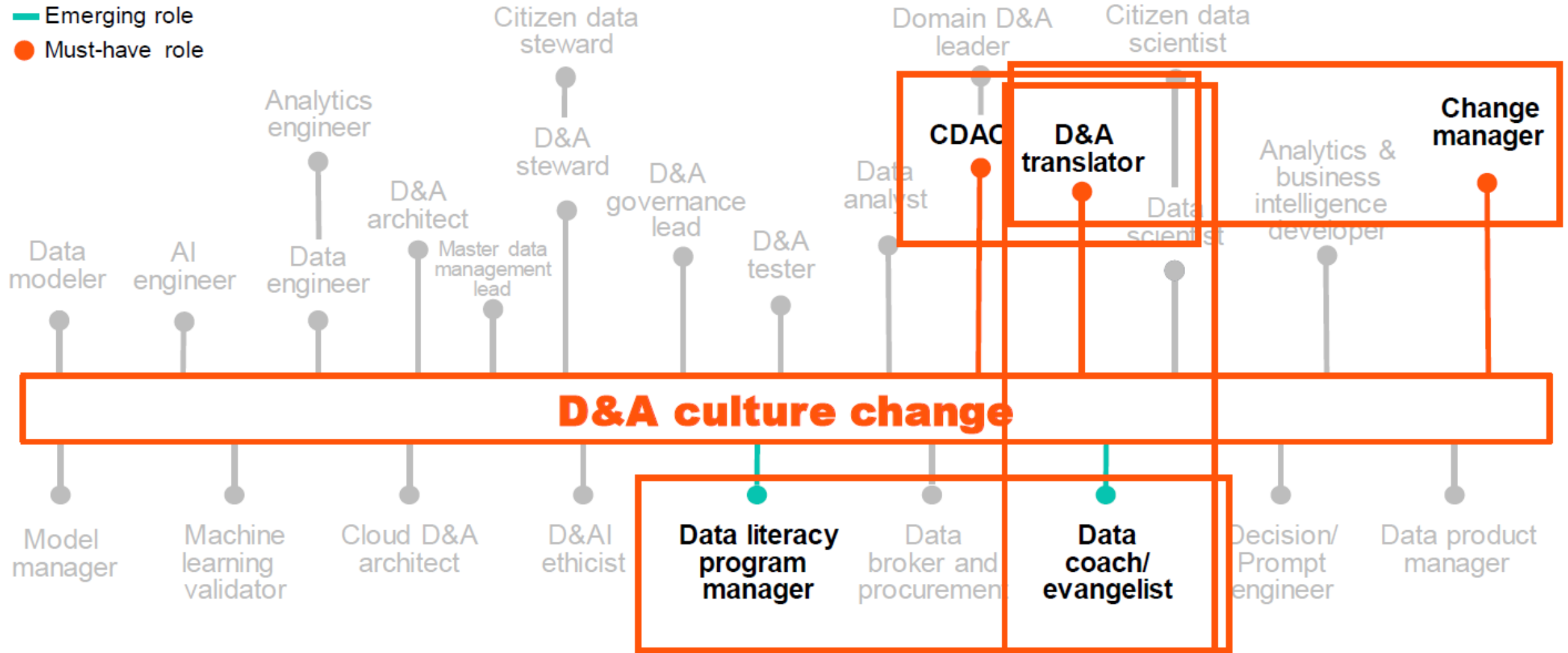
- D&A role
- Domain role
- Emerging role
- Must-have role



Source: [What Are the Must-Have Roles for Data, Analytics and AI?](#)

D&A Roles: Leading Culture Change

- D&A role
- Domain role
- Emerging role
- Must-have role



Source: [What Are the Must-Have Roles for Data, Analytics and AI?](#)

6 High-Business-Impact Habits of DAAI Leaders

1

Build a value-centric, DAAI-native business strategy.

2

Prioritize talent, skills and change management core competencies.

3

Drive business innovation by leveraging emerging trends and fast teams with audacious goals.

4

Build data, analytics and AI products — not projects.

5

Build a scalable data, analytics and AI foundation and ecosystem.

6

Treat data, analytics and AI governance and risk management as an essential value driver.

Data Products

**Findable &
consumption
ready**

**Kept up
to date**

**Governed for
appropriate
usage**



GOVERNING YOUR DATA





Debra Logan

What is the role of data governance in generative AI?



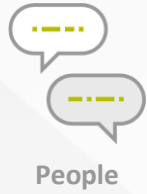
ChatGPT

Data governance plays a crucial role in the development and deployment of generative AI systems like ChatGPT. Here are some key aspects of data governance in generative AI:

1. Data Quality and Integrity
2. Privacy and Ethical Considerations
3. Bias and Fairness

C|DM2 Maturity Framework

	Initiate	Manage	Lead	Strategize	Innovate
	<i>Unpredictable data processes, limited controls, reactive.</i>	<i>Intentional work around managing data as a strategic asset, centralizing strategies and skills.</i>	<i>BI/Analytics framework is in place to support data driven needs.</i>	<i>BI/Analytics are well established practices and are used for business insight with limited predictive capability.</i>	<i>Data can be used throughout the organization culture with predictive and prescriptive capabilities.</i>
Data Ownership	Individuals	Central Team	Decentralization	Federated	Domain
Data Usage	Operational usage only	Insights are limited to individuals with very specific knowledge	Teams and departments are gaining insights through analytic tools	Third party data and internal data are joined to enhance insights	Insights are available at all levels of the organization
Data Culture	No awareness	Individual realization of the importance of data	Pockets of data literate individuals assisting with business decisions	Guidelines and practices are in place helping the company use data as a strategic asset	Enterprise-wide data literacy that improves productivity, efficiency, and maximizes use
Data Strategy	None	Data is for critical reporting	Data is for insights and used to	Data is used to create a	Data is continuously integrated into business processes
Data Governance & Security	None	Appointed leader	Basic principles established	Policies are defined and leveraged	Integrated into data practices
Data Capability	None	Descriptive	Diagnostic	Predictive	Prescriptive
Data Management	Reactive/Informal	Created and managed by users (spreadmarts)	Defined processes with change control models	Best practices are established for master data, data pipes, feeds	Data domains feed master data platforms and integrate data management practices
Data Access	No controls	Basic access controls	Least privileges	Obfuscation and encryption across platforms	Constant monitoring and alerting of data access
Data Architecture	No cohesive architecture	Disparate architectures exist but are independently planned and operated	A centralized architecture exists enabling automation and data pipes	An enabling architecture is established that works for all members of the organization	Purpose-built for the organization to enable volume, variety, and velocity



People



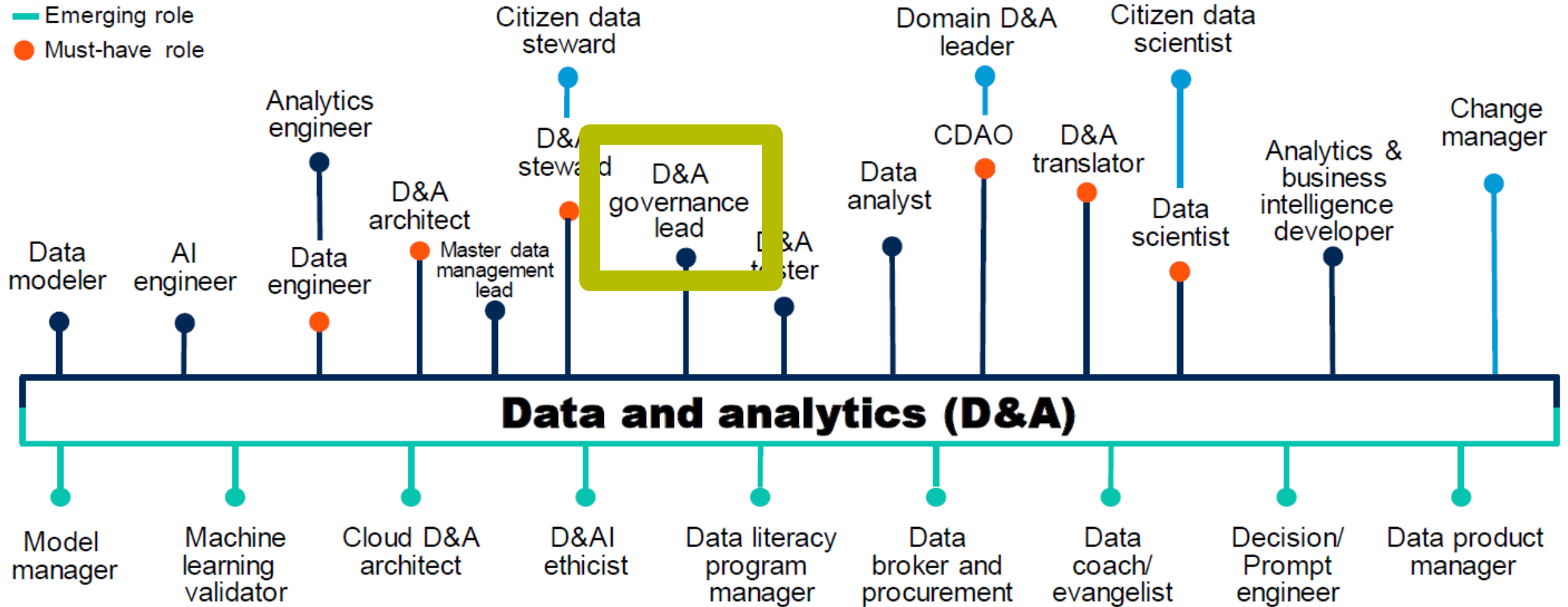
Process



Technology

D&A Roles: Contributors to the Program

- D&A role
- Domain role
- Emerging role
- Must-have role



Source: [What Are the Must-Have Roles for Data, Analytics and AI?](#)

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Governance Eats Everything for Lunch!

By 2027, 60% of organizations will fail to realize the anticipated value of their AI use cases due to incohesive ethical governance frameworks.

Sarah Turkaly, Lydia Clougherty Jones,
Stuart Strome

Source: Gartner

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Governance and Management of the D&A Function is Undervalued

Change
Culture

Create
Strategy

What actually moves the needle

Manage
the D&A
Function

Governance



OTHER ITEMS





tableau
from Salesforce
324

InterSystems
Creative data technology

ssas viya
TRUSTED DATA & AI

Why you need a Smart Data Fabric

Discover personalized, AI-powered insights with Tableau Pulse.

ORACLE
524

Microsoft Azure
434

Google Cloud
534

Starburst
634

aws
734

Trust Intelligence
Action data response

Classify, label, structure, unstructured data for core

EXPO HALL

LARGEST EXHIBITORS

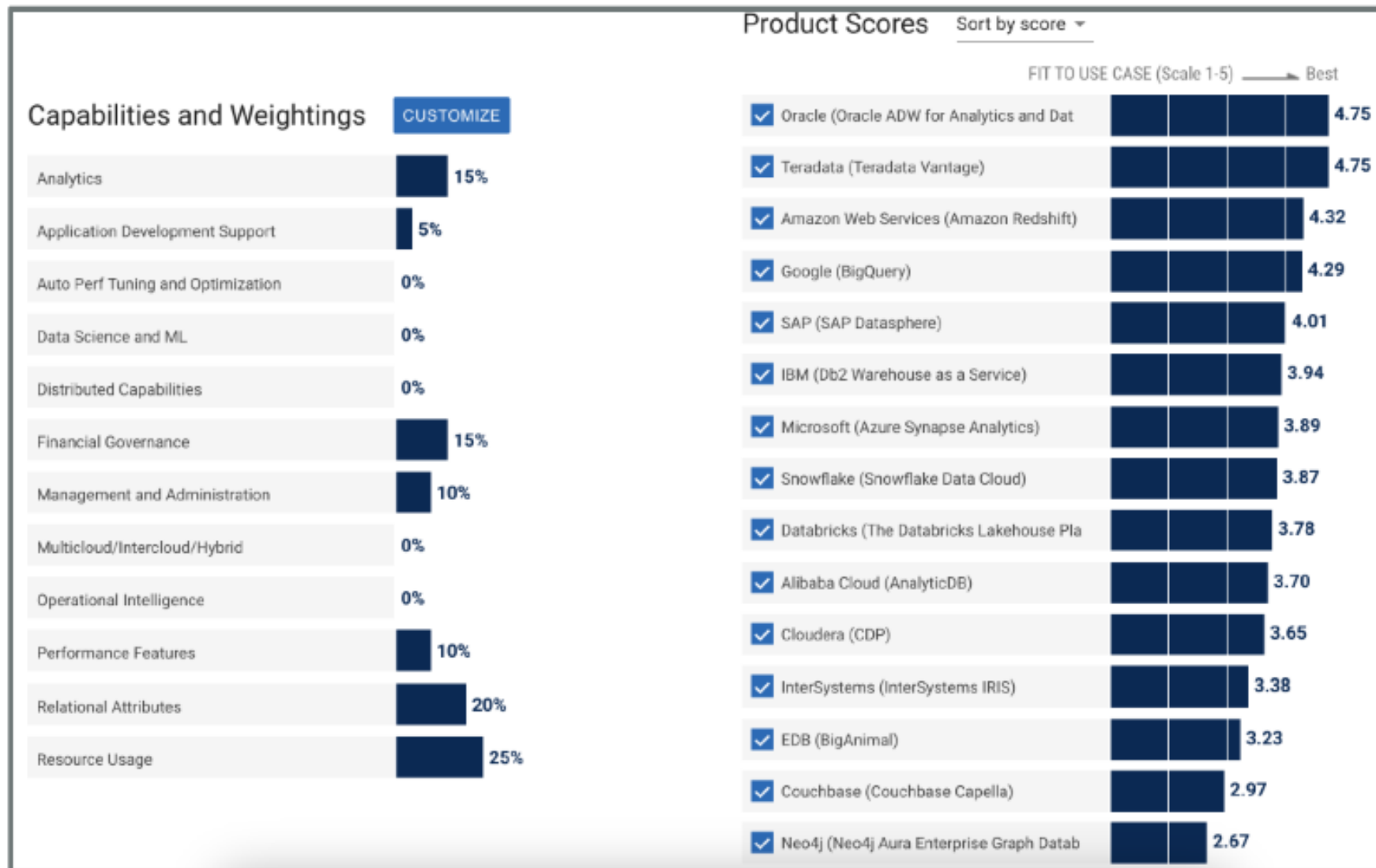
- IBM Watson
- Databricks
- Informatica
- Tableau
- Teradata
- Tellius
- Oracle
- Aws
- Microsoft
- Qlik
- Intersystems
- Alteryx

Critical Capabilities

1 Data warehouse

2 Data lake

3 Logical data warehouse

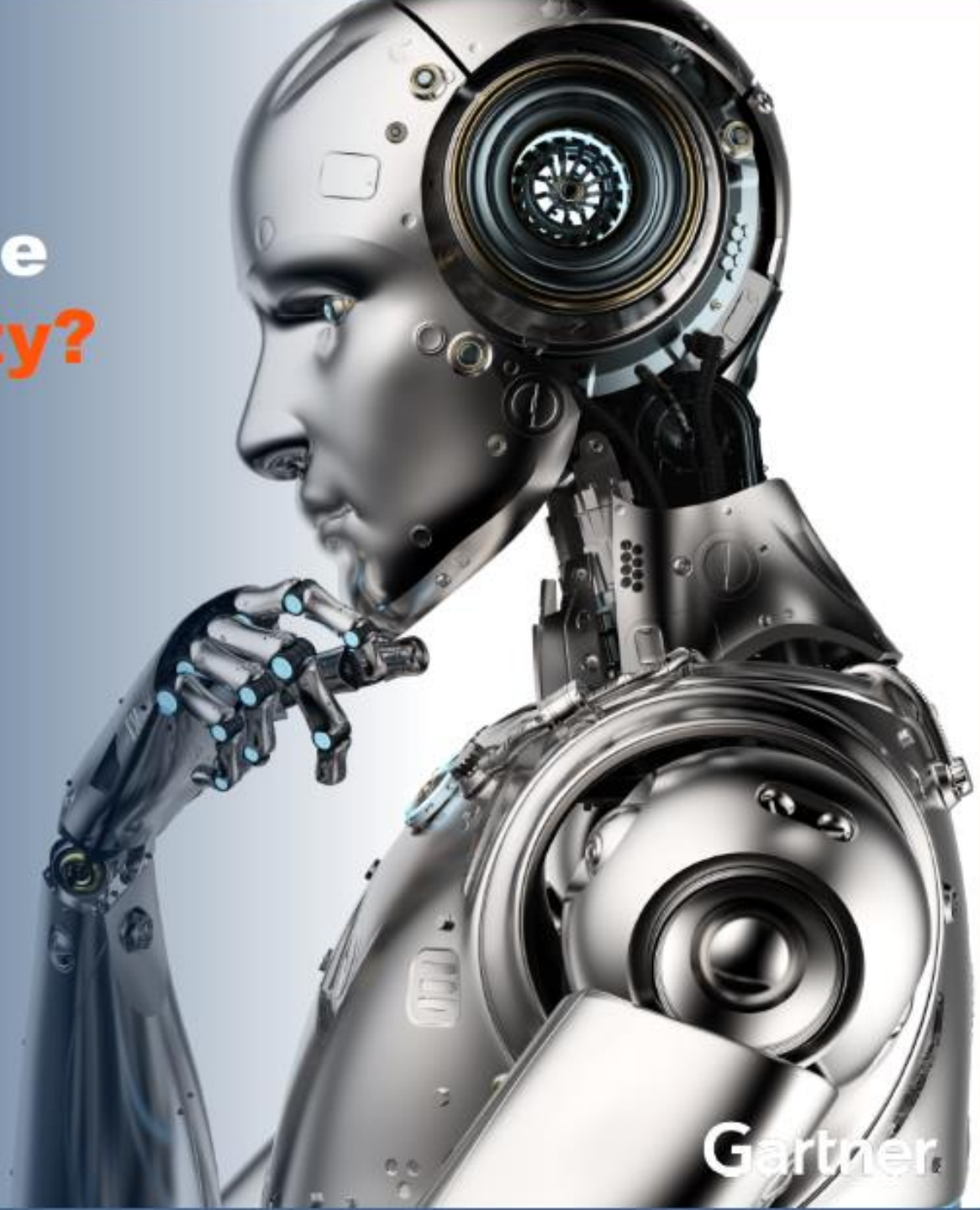


5

First-Mover Advantage Penalty or Opportunity?

By 2028, more than 50% of enterprises that have built their own large language models (LLMs) from scratch will abandon their efforts due to costs, complexity and technical debt.

Arun Chandrasekaran



Gartner

**DON'T JUST GIVE YOUR USERS DATA AND
REPORTS; GIVE THEM INSIGHTS!**

- RITA SALLAM, GARTNER PRINCIPAL

THANK YOU

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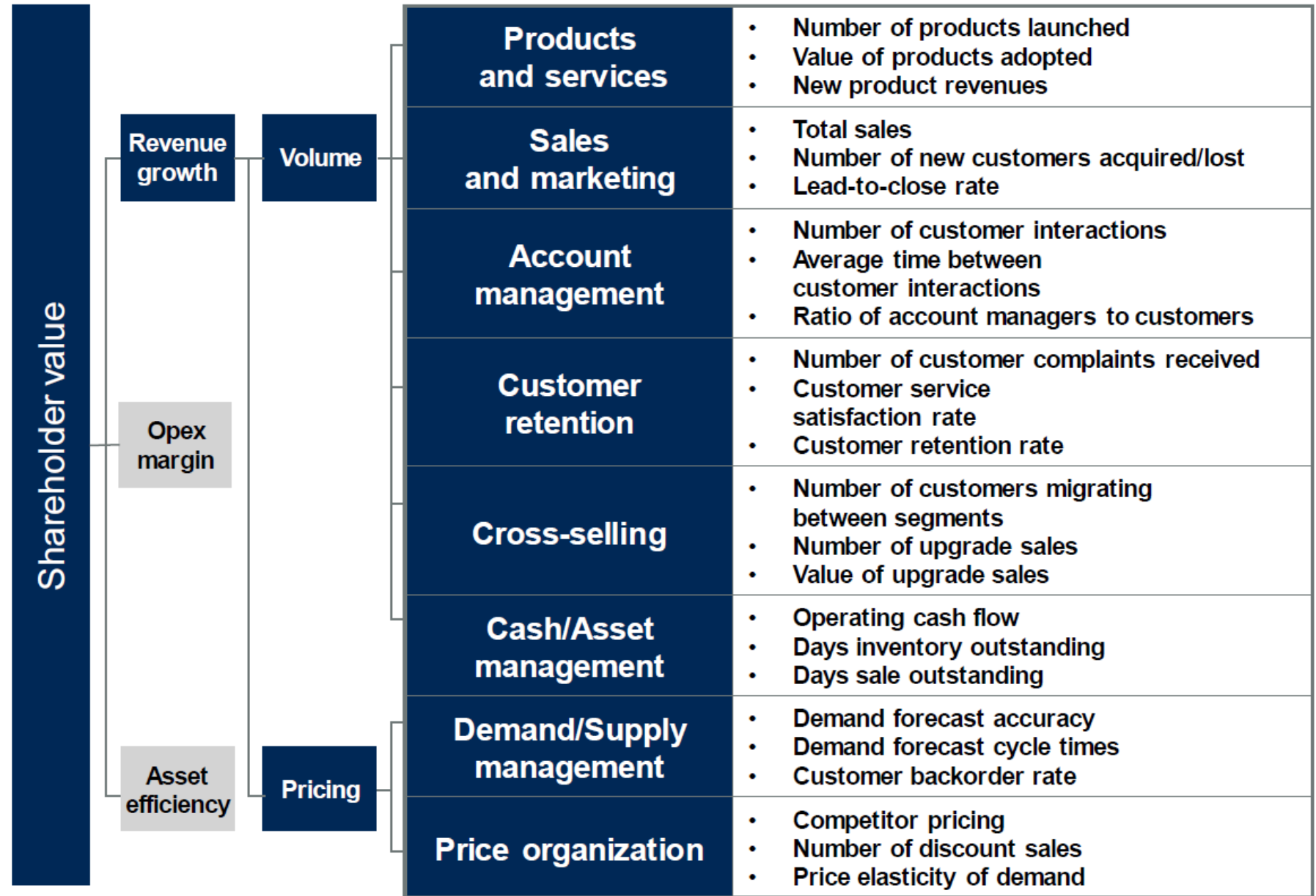
cspring.com



GENERATIVE AI USE CASES?

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DO YOU AGREE WITH RYAN'S INITIAL
PREMISE THAT HUMANKIND WILL
ALWAYS WANT MORE?

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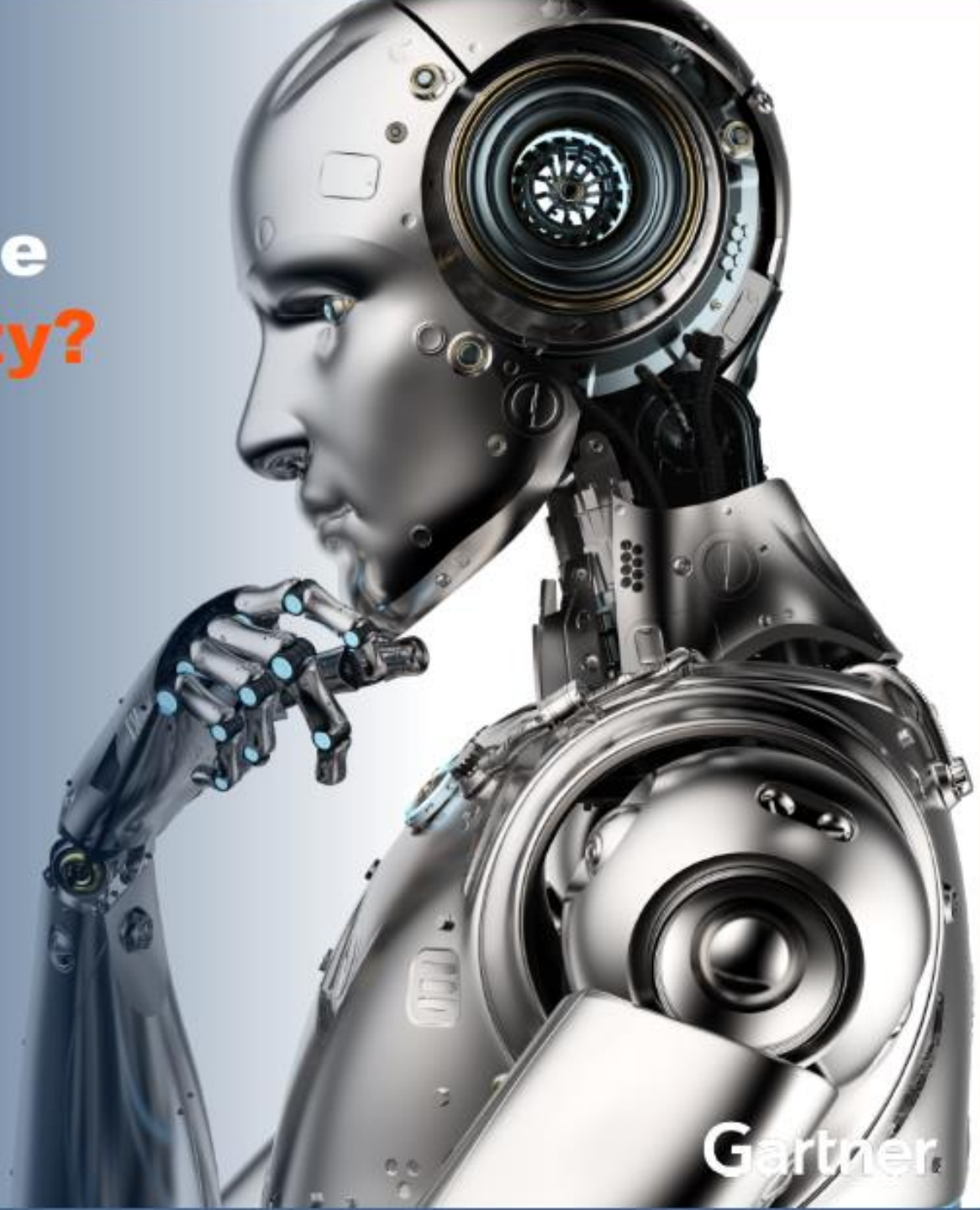
DO YOUR LEADERS KNOW WHAT
GOVERNANCE IS?

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